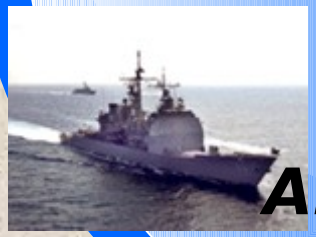
The Transformation of DoD Acquisition Training and DAU



AL&TWF CAREER DEVELOPMENT DAY

PRESENTED BY: Diane P. Williams
Professor of Program

07 Aug 2003

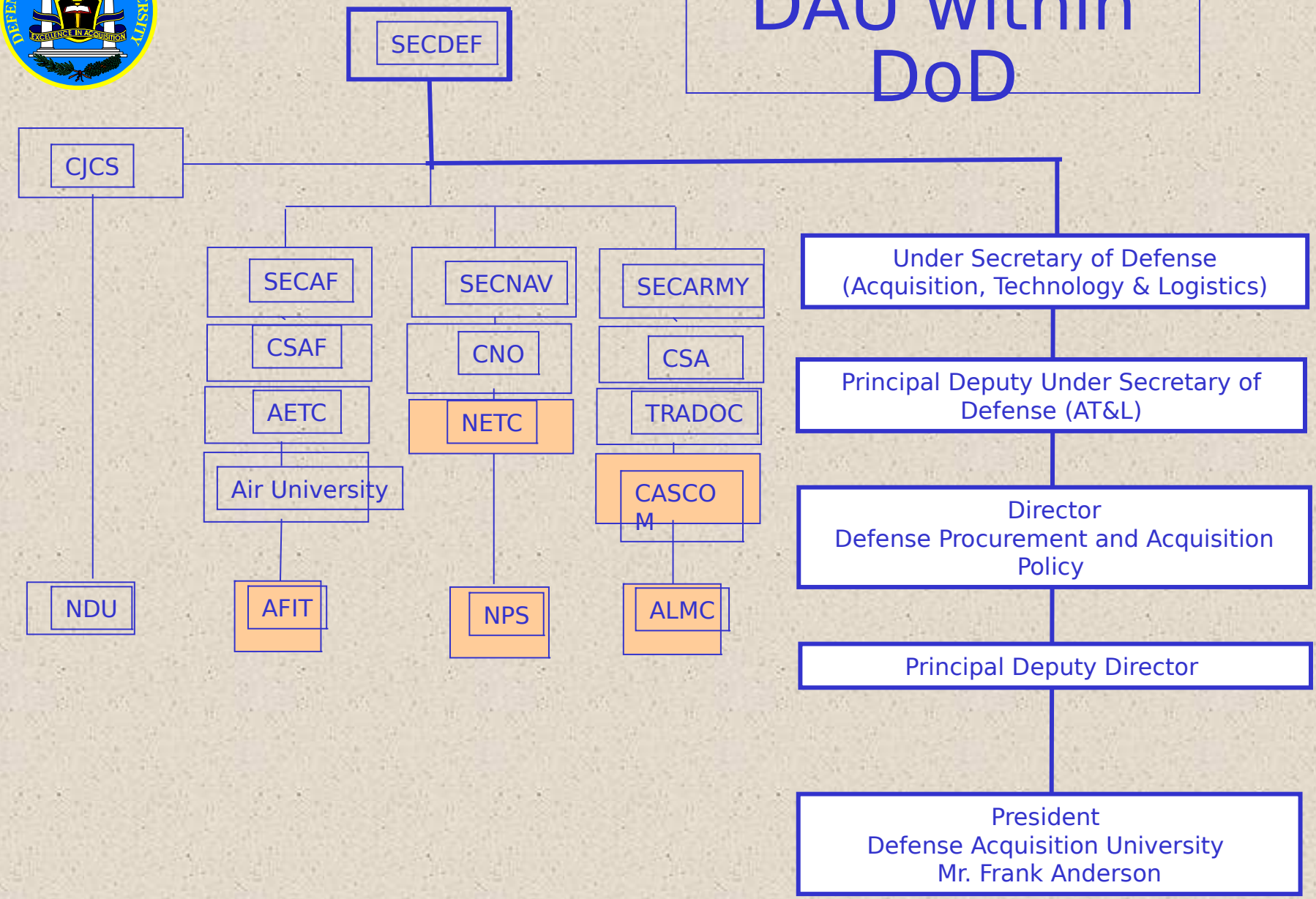
CUBIC
Corporate University Best In Class

THE COMMISSION OF THE COUNCIL ON OCCUPATIONAL EDUCATION
ACCREDITED

Mission

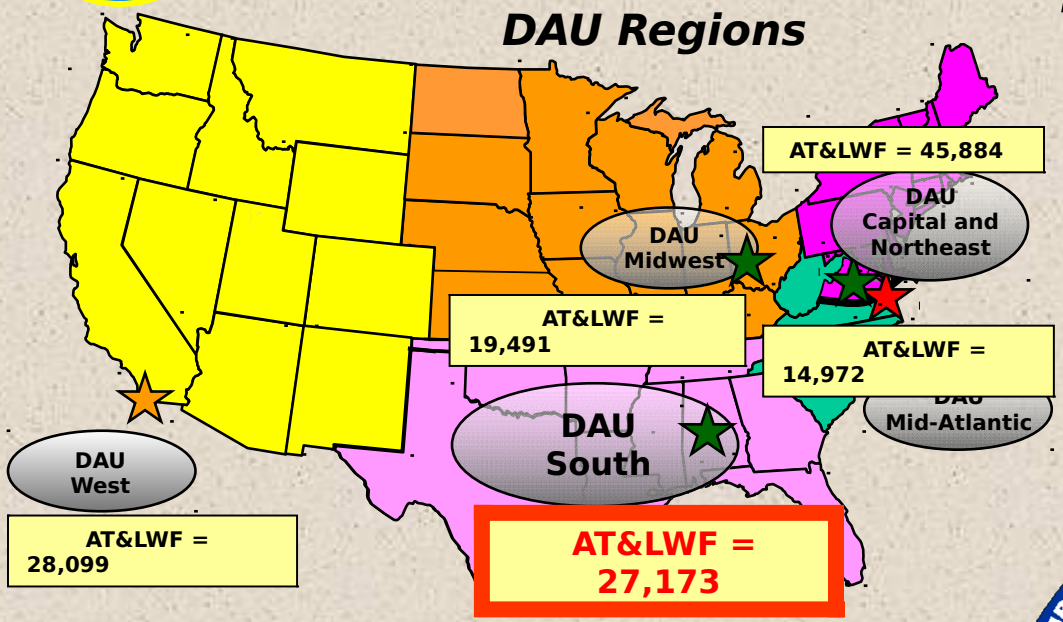
Provide practitioner training and services to enable the Acquisition, Technology, and Logistics community to make smart business decisions and deliver timely and affordable capabilities to the warfighter

DAU within DoD



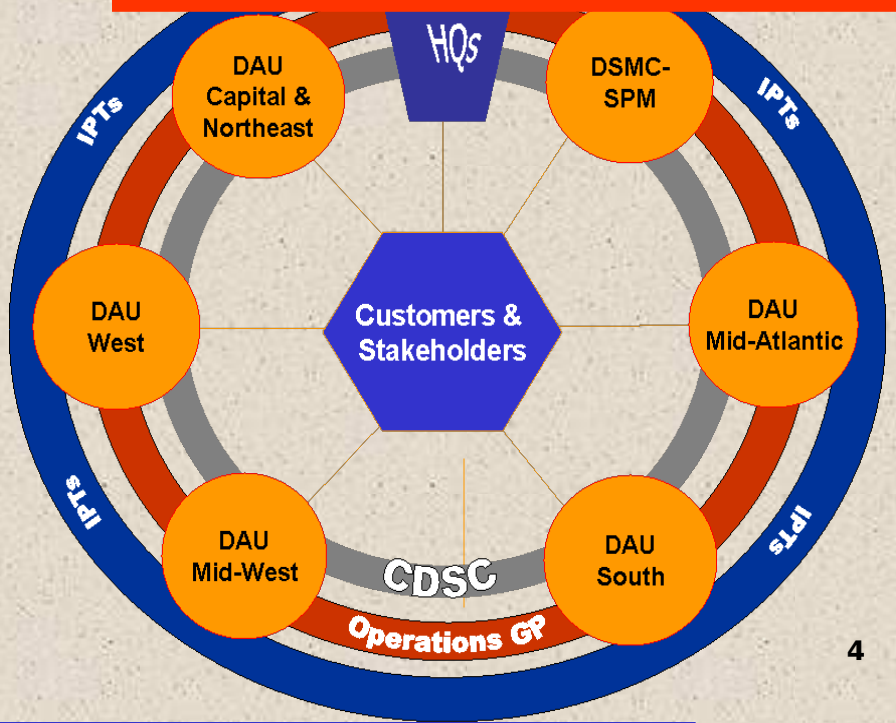
Re-engineering Our Organization
Customer Focused

Locating Near Our Customer



- **Located with significant AT&L Workforce concentrations.**
- **Saves travel costs**
- **Reduces Time Away from the family and work place**

- **Six "operating business units"**
- **Curricula Dev Support Center**
- **A new, lean DAU Headquarters**



DAU . . . AT&L's "Corporate University" for the DoD AT&L Workforce

Our Products and Services

- **Are directly aligned with the USD (AT&L) strategic goals and priorities**
- **Facilitate workplace effectiveness**
- **Promote career-long learning**
- **Are available 24/7 – when and where you want it**

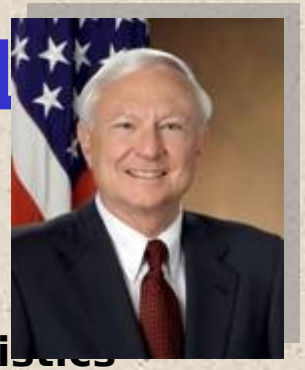
SecDef Transformation Planning Guidance

USD(AT&L) Top-Five Priorities

AT&L Human Capital Strategic Plan

"Help the organization achieve its

DAU Support of USD(AT&L) Top 5 Priorities (2002)



- **Priority 1 - AT&L Previous 5 Goals**
  - **Re-engineered curricula: Program Mgt, Contracting, and Logistics**
  - **Rapid Deployment Training Initiative**
- **Priority 2 - Re-engineer AT&L Organization**
  - **DAU Organizational Restructuring: Chief Learning Officer & e-LTC**
  - **Acq Demo: Conversion of 198 DAU GS personnel began 1 Oct 2002**
  - **Faculty Contribution & Assessment Program implemented in 2002**
- **Priority 3 - Develop Acquisition Excellence Plan for Major Weapon Systems**
  - **DAU Targeted Performance Support: Joint Strike Fighter, Future Combat System, DD-X, Precision Munitions, and Missile Defense**
- **Priority 4 - Complete Future Logistics Enterprise Plan**
  - **Re-engineering the Logistics Curriculum to incorporate FLE**
  - **Developing CL Modules: Supply Chain Management**
- **Priority 5 - Accelerate Technology to the Warfighter**
  - **Providing Performance Support on ACTDs to Army Space and Missile Defense Command**
  - **Creating a sequence of high-leverage courses aimed at the Science and Technology Manager**

DAU . . . AT&L's "Corporate University" for the DoD AT&L Workforce

Performance Learning Model

SecDef Transformation Planning Guidance

USD(AT&L) Top-Five Priorities

AT&L Human Capital Strategic Plan

"Help the organization achieve its business goals"

INTEGRATED CUSTOMER & DAU ENVIRONMENT

Targeted Training

Ask a Professor

Research

Certification Training

Consulting

DAU Corporate

Rapid Deployment Training

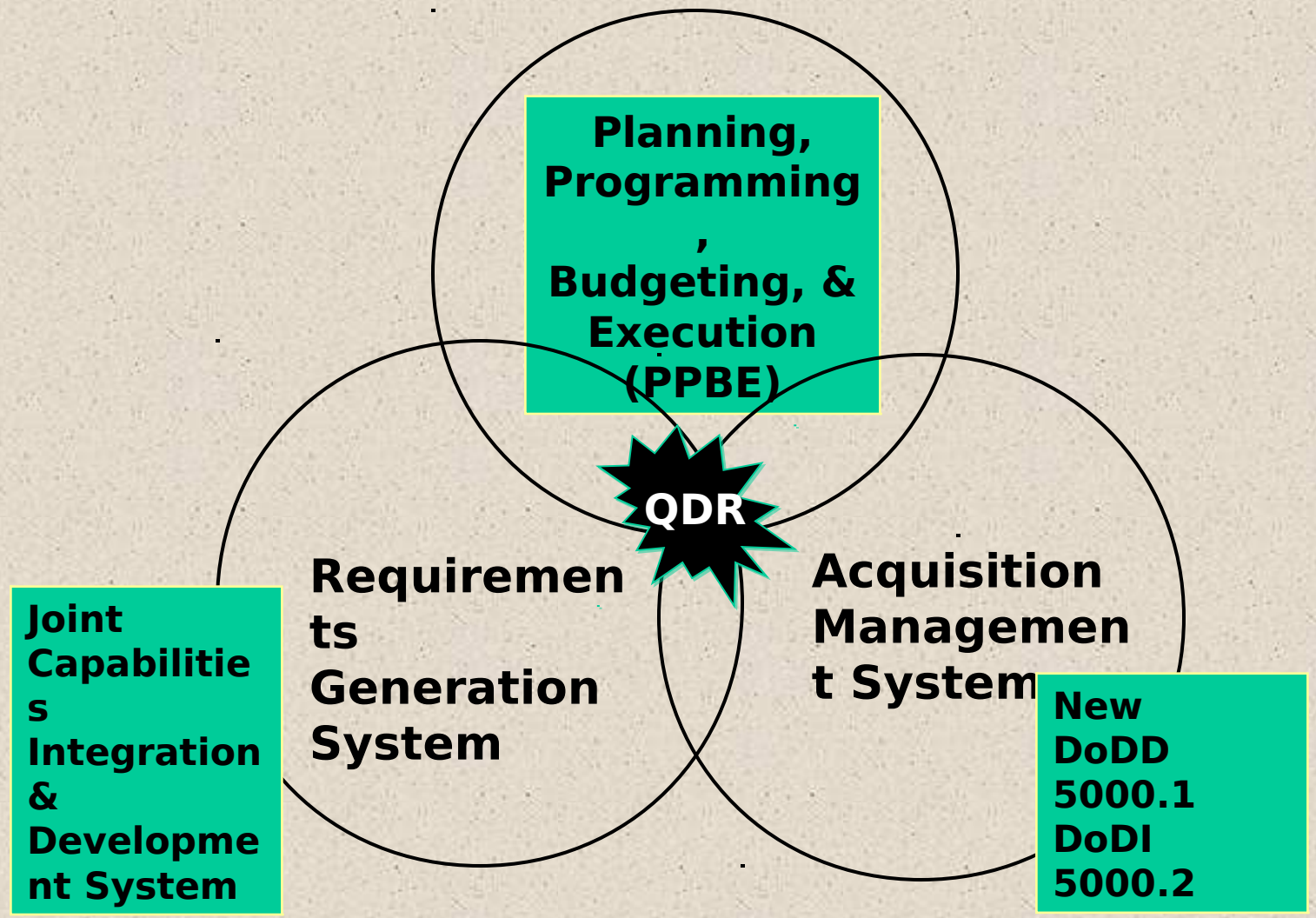
DAU-S Capabilities

Regional AT&L Work Force

Course Re-engineering

Developmental Assignments

Rapid Deployment Training: Decision Support Systems


Planning, Programming, Budgeting, & Execution (PPBE)
QDR
Requirements Generation System
Acquisition Management System
Joint Capabilities Integration & Development System
New DoDD 5000.1 DoDI 5000.2

DOD Leadership's Intent For DoD 5000 Revision

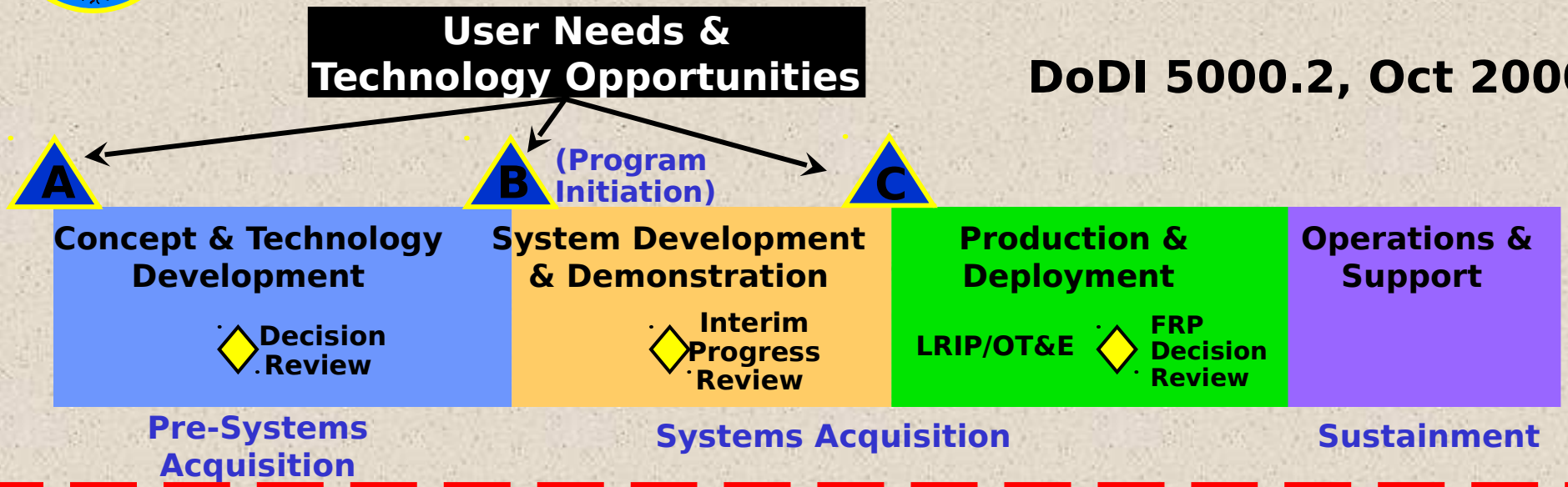
"….create an acquisition policy environment that fosters <u>efficiency</u>, <u>flexibility</u>, <u>creativity</u>, and <u>innovation</u>."

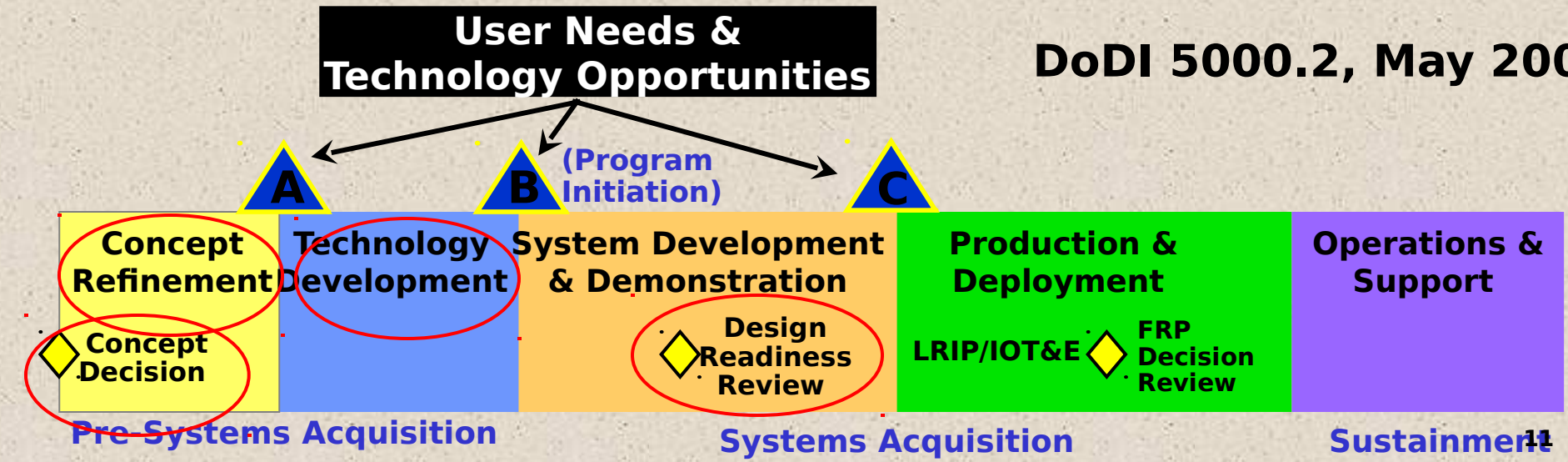
DEPSECDEF Wolfowitz, 30 Oct 2002

Revised Policy Objectives

- **Streamline Mandatory Procedures**
- **Permit greater judgement using Acquisition Principles**
- **Emphasize Evolutionary Acquisition**
- **Focus on Outcomes vice Processes**
- **Empower PM's to use the system vice being hampered by over-regulation**
- **Integrate Acquisition and Requirements**

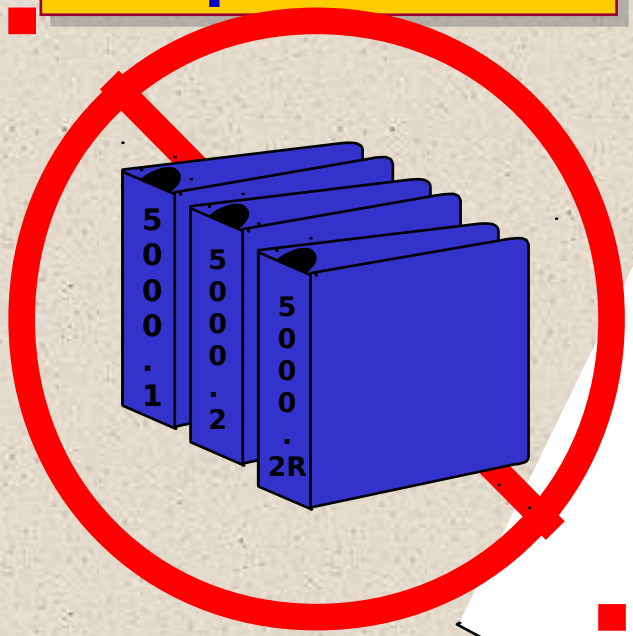
Defense Acquisition Management Framework





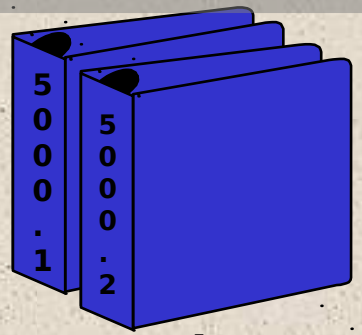
DoD 5000 Series
New Acquisition Policies

OLD
April 2002

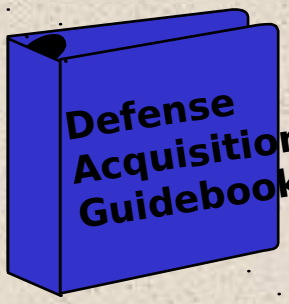


Mandatory
251 Pages

NEW
May 2003



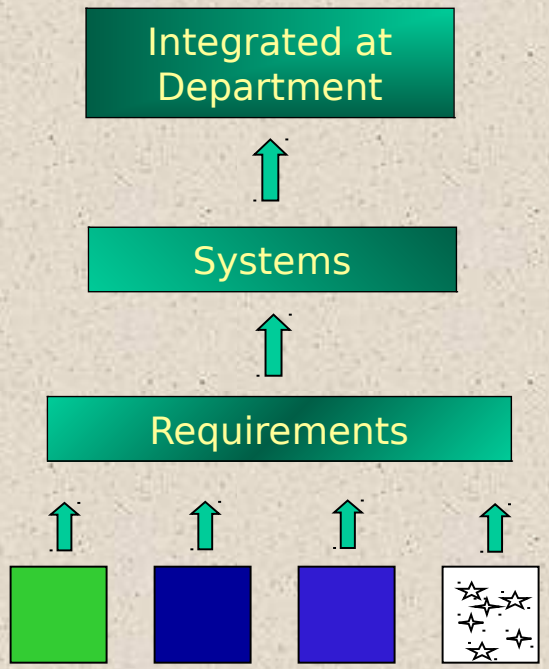
Mandatory
44 pages



Discretionary
(formerly 5000.2-R

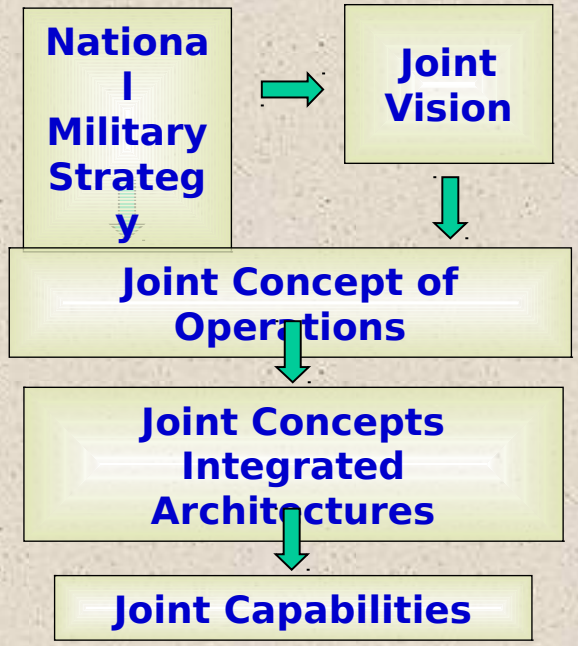
Transformation to the Joint Capabilities Integration and Development System

RGS



Bottom Up, Often Stovepiped

JCIDS



Top Down, Born Joint

CJCSI 3170, June 2003

PPBE Phases

- **Planning**
  - Assess capabilities / review threat; Develop guidance
- **Programming**
  - Turn guidance into achievable, affordable packages
  - Six-year program (Future Years Defense Program)
- **Budgeting**
  - Test for efficient funds execution
  - Scrub budget years and prepare defensible budgets
- **Execution Review** (concurrent with program/budget review)
  - Develop performance metrics
  - Assess actual output against planned performance
  - Adjust resources to achieve desired performance goals

OSD PA&E website (Program Review):
http://www.ra.pae.osd.mil/pr/index.htm

DEPSECDEF Direction for FY 2005 - 2009 Submission

- **No DPG-05**
  - **Components comply with DPG-04 and PDM direction**
- **No FY05-09 Program Objective Memorandum (POM) or Budget Estimate Submission (BES) submittal to OSD**
- **Components instead submit Program Change Proposals (PCPs) or Budget Change Proposals (BCPs)**
  - **Both BCPs and PCPs will be cost neutral (offsets required)**
  - **PCPs resolved thru Program Decision Memos (PDMs)**
  - **BCPs resolved thru Program Budget Decisions (PBDs)**
- **True Bi-annual Process**

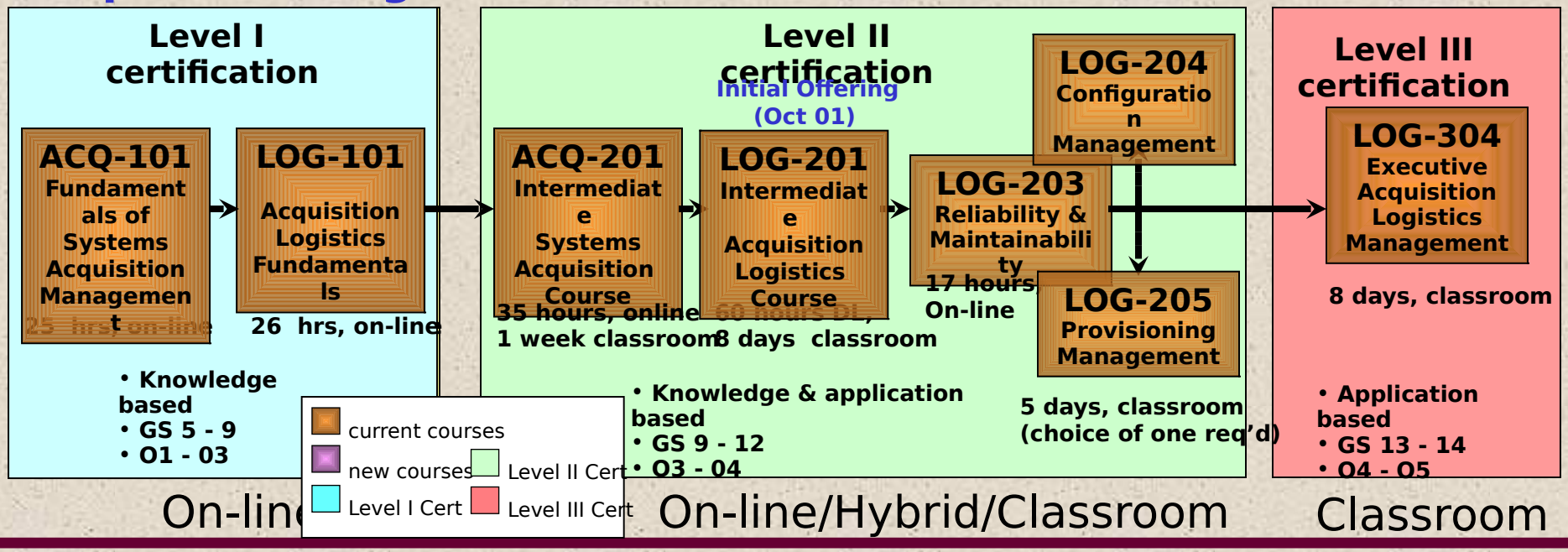
OSD PA&E website (Program Review):
http://www.ra.pae.osd.mil/pr/index.htm

Acquisition Career Fields

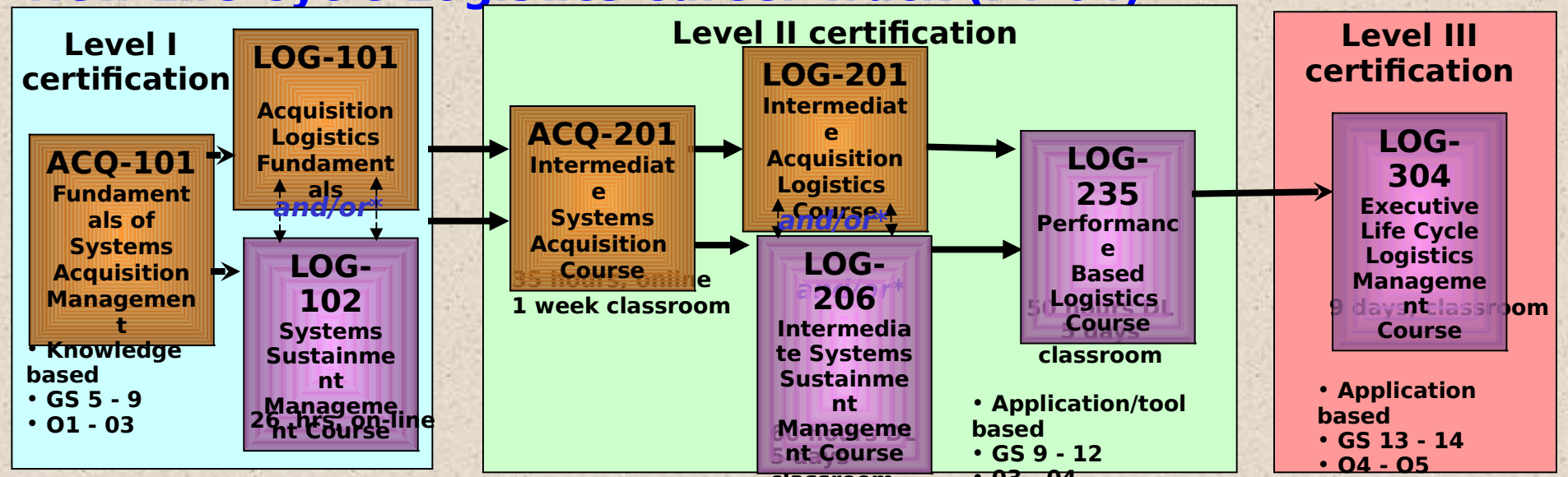
12 ACQUISITION CAREER FIELDS

- ACQUISITION LOGISTICS (NEW TRACK)
- AUDITING
- BUSINESS, COST ESTIMATING, & FINANCIAL MGT
- CONTRACTING
- FACILITIES ENGINEERING (NEW)
- INDUSTRIAL/CONTRACT PROPERTY MANAGEMENT
- INFORMATION TECHNOLOGY
- PRODUCTION, QUALITY, & MANUFACTURING
- PROGRAM MANAGEMENT (Re-Engineered)
- PURCHASING & PROCUREMENT TECHNICIAN
- SYSTEMS PLANNING, RESEARCH, DEVELOPMENT, & ENG
  - SCIENCE & TECHNOLOGY MANAGER (NEW)
  - SYSTEMS ENGINEERING
- TEST & EVALUATION

Acquisition Logistics Career Track (FY 01-03)

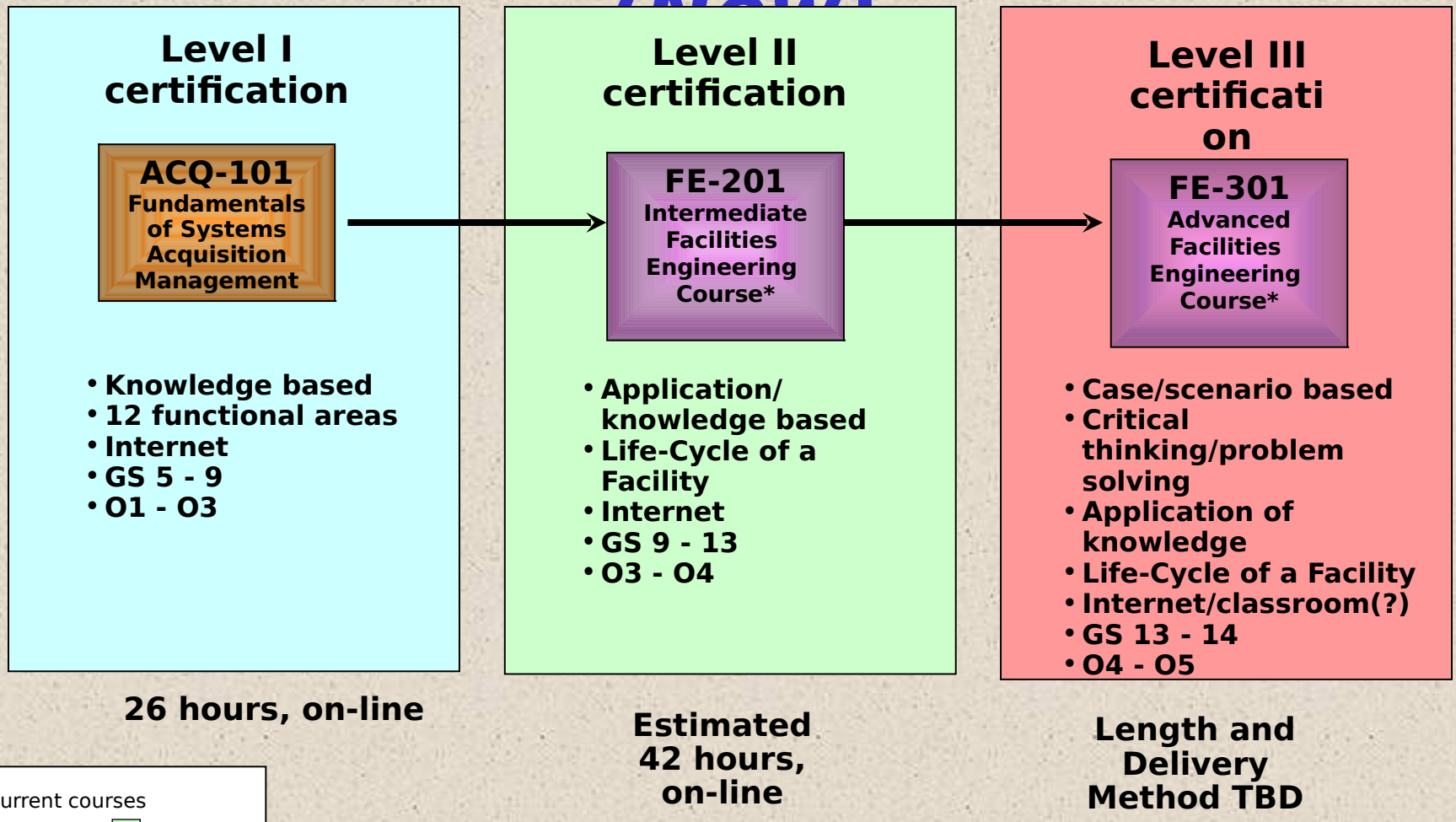


New Life Cycle Logistics Career Track (FY 04)

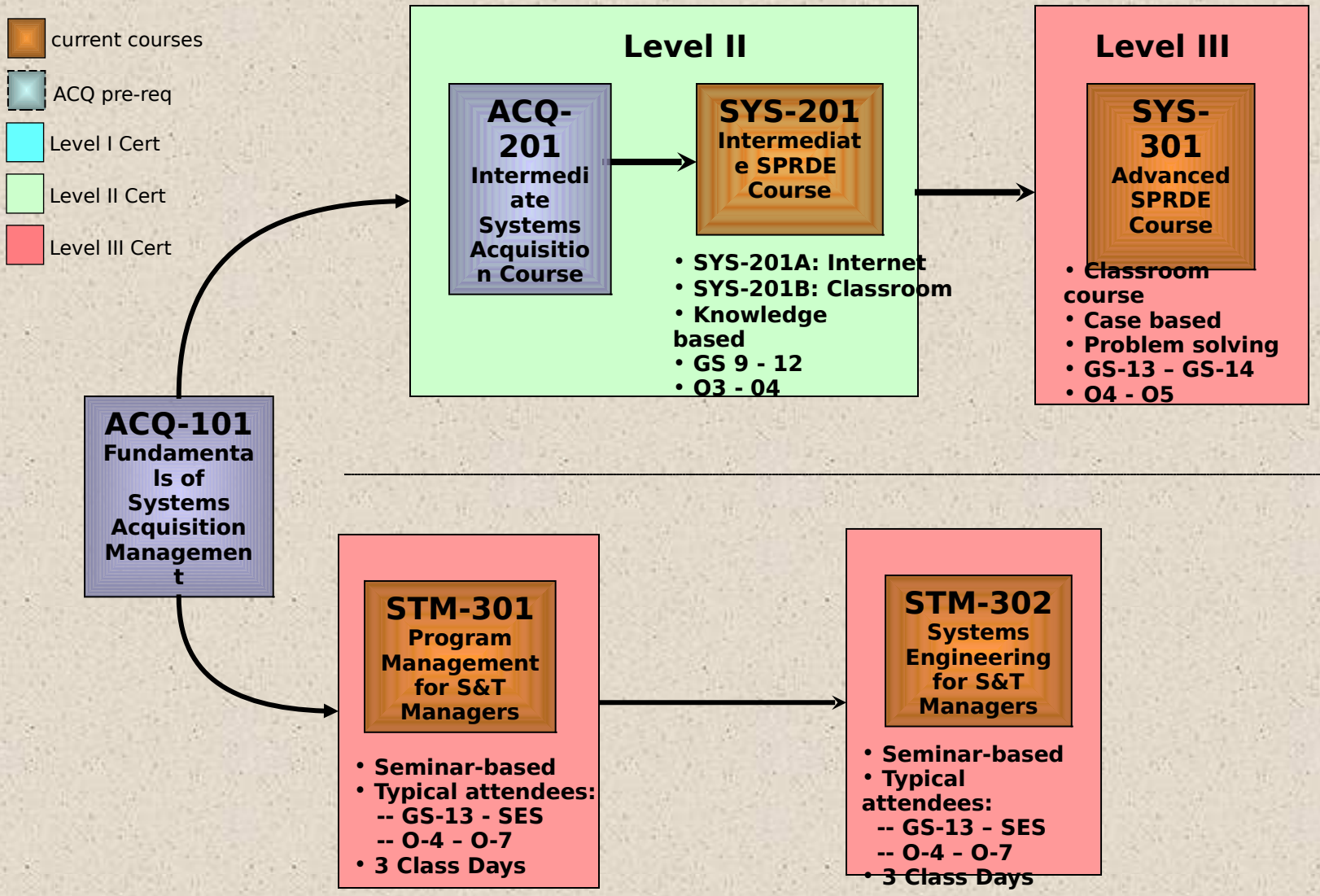


* Dept of Navy workforce members take both courses

Facilities Engineering Career Track (Now)



SPRDE Career Track Courses



Science & Technology Management (STM) (NEW)

Program Management Career Track (FY01)

DAU Director, Center for PM,
20 May 2003

current courses
new courses
Level I Cert
Level II Cert
Level III Cert
Title 10 PEO/PM

Level I certification

ACQ-101
Fundamentals of Systems Acquisition Management

- Knowledge based
- 11 functional areas
- Internet
- GS 5 - 9
- O1 - 03

25 hours, on-line

Level II certification

ACQ-201
Intermediate Systems Acquisition Course

- Application/knowledge based (cost/sch/perf)
- Tracks DoDI 5000.2
- Internet/class-room
- GS 9 - 12
- O3 - O4

35 hours, on-line
1 week classroom

Level III certification

PMT-302
Advanced Program Management Course

- Application/knowledge based (cost/sch/perf)
- 11 functional areas integrated w/cases, exercises & problem sets
- Classroom
- GS 13 - 14
- O4 - O5

14 weeks, classroom

Meets statutory requirement for PEO/ACAT I/II PM & Deputy PM (10 USC 1735)

PMT-402
Executive Program Manager's Course

PEOs & ACAT I, IA, II PMs & Deputy PMs

4 weeks classroom

New Program Management Career Track (FY02/03)

Level I certification

ACQ-101
Fundamentals of Systems Acquisition Management

- Knowledge based
- 12 functional areas
- Internet
- GS 5 - 9
- O1 - O3

26 hours, on-line

Level II certification

ACQ-201
Intermediate Systems Acquisition Course

- Application/knowledge based (cost/sch/perf)
- Tracks DoDI 5000.2
- Internet/class-room
- GS 9 - 12
- O3 - O4

35 hours, on-line
1 week classroom

PMT-250
Program Management Tools Course

- Tools based
- Modules
- Business areas
- Tracks DoDI 5000.2
- Internet
- GS 12 - 13
- 03 - 04

80 hours, on-line

Level III certification

PMT-352
Program Management Office Course

- Case/scenario based
- Critical thinking/problem solving
- Application of knowledge (cost/sch/performance)
- Tracks DoDI 5000.2
- Internet/classroom
- GS 13 - 14
- O4 - O5

50 hours, on-line
6 weeks

Meets statutory requirement for PEO/ACAT I/II PM & Deputy PM (10 USC 1735)

PMT-401
Program Manager's Course

- Critical Thinking/ Problem Solving (cost, sch/ perf)
- Business acumen
- Case Based
- Classroom
- Potential ACAT I, IA, II, & III PMs, Dpty PMs & other senior acq mgrs

10 weeks classroom

PMT-402
Executive Program Manager's Course

PEOs & ACAT I, IA, II PMs & Deputy PMs

4 weeks classroom

DAU Strategic Partnerships

DAU enhancing learner opportunities by establishing inter-relationships with other agencies, industry, and degree-granting institutions of higher le

DAU South

Huntsville, AL

DAU South Facilities

- DAU South Region Campus located outside Redstone Arsenal Main Gate
- A 40,000 sq ft facility with six classrooms.
- Classrooms furnished with state-of-the-art equipment to enhance students' learning experience.
- Campus offers an eLearning Resource Center, fitness center, class rooms, conferencing and break out rooms.

State-of-the-Art Class Rooms

- **Automated, Networked Computers**
- **Reconfigurable Work Stations**
- **Touch Screen Multi-media Consoles**
- **“Smart” Boards**
- **Handles 36-40 Students/Class Room**

DAU SOUTH PRIORITIES

Provide our customers what they need, when and where they need it

Product

Operate a premier learning enterprise

Process

Promote transformation through excellence in acquisition, technology, & logistics practices

Performance

Provide an environment valuing achievement, growth, and lifelong learning

People

Find out more about DAU Products

www.dau.mil

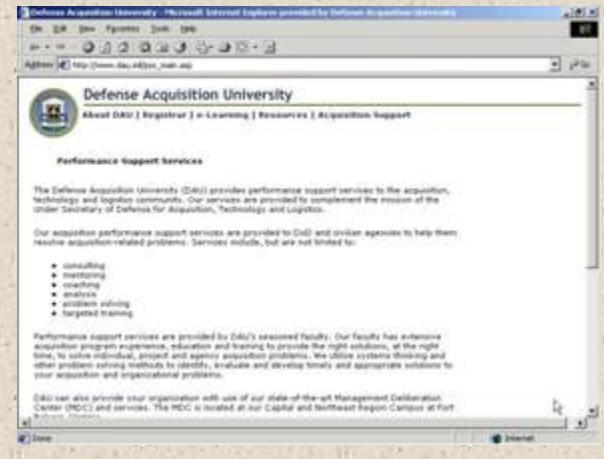
ontinuous Learning Center

http://clc.dau.mil

Communities of Practice

http://center.dau.mil

Performance Support



http://www.dau.mil/pss_main.asp

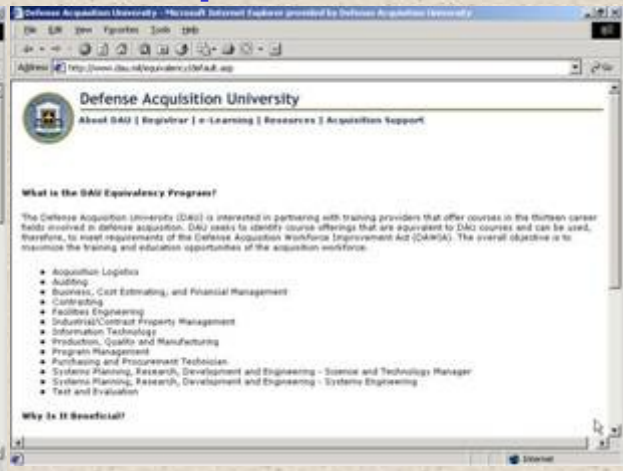
DAU Regions

http://www.dau.mil/about-dau/regions.asp

Strategic Partnerships

http://www.dau.mil/about-dau/partners.asp

Equivalencies



http://www.dau.mil/equivalency

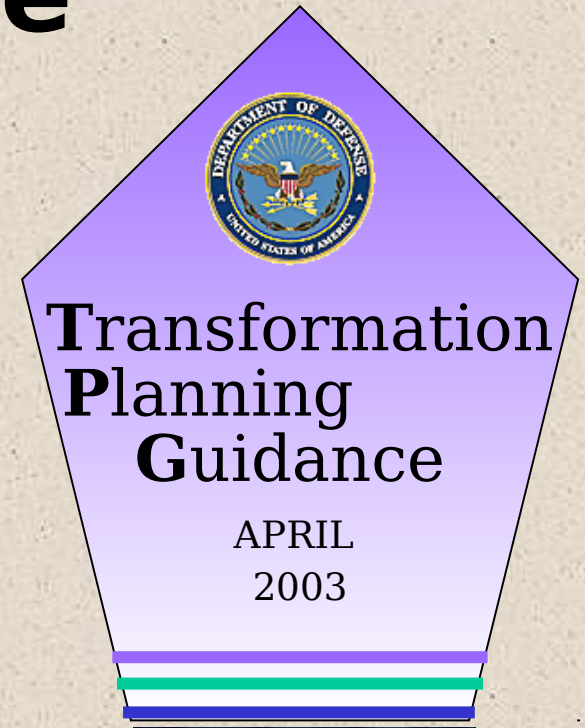
Knowledge - The Key to Excellence

Backup Slides

Transformation Planning Guidance

1) Entrepreneurial Approach

"As we prepare for the future, we must think differently … We must transform not only the capabilities at our disposal, but also the way we think, the way we train… We must promote an entrepreneurial approach to developing military capabilities, one that encourages people to be proactive, not reactive, and anticipates threats before they emerge."



2) Bottom-Up Innovation

"Senior leadership commitment to transformation will mobilize the rest of the Department and stimulate the bottom-up innovation required for successful transformation."

Donald H. Rumsfeld[30]
Secretary of Defense

3) Continual Transformation

"There will be no moment at which the

Changing DAU Paradigms

Prior	New
• DAWIA Focus	• Total Mission Focus
• Collegial Model	• Corporate University
• Subject-Matter Expert	• Business Strategy Consultant
• Lecture/Discussion	• Performance-Targeted Learning and Critical Thinking
• Disconnected Information	• Integrated Knowledge
• Islands of Expertise	• Virtual Communities of Practice
• Central Campus Operations	• Distributed Campuses
• Campus Faculty & Staff Development	• Corporate Faculty & Staff Recruiting and Development
• Individual Course Focus	• Integrated Knowledge Skill Sets
• Value is Student Throughput/Feedback	• Value is Enhanced Job

Performance Support . . .

To help our customers throughout their careers

- Maintains faculty exposure to field techniques and issues
- Expands concep learning beyon the cou
  - On-site consult
  - Targeted trainin
  - Rapid Deploymen Training of AT&L Initi s

Examples

- Measuring a Program Manager's Probability of Program Success
- Performance-based Logistics
- Technology Assessment and Transition Management
- Sustainment System Technical Support
- ACTD Transition Training

Significant Changes to System: DoD 5000, CJCS 3170, DFAR Rewrite

DAU Continuous Learning Modules

Self Paced (28 Modules on line)

- COTS Acquisitions for Program Mgrs (226)
- Commercial Item Determination (93)
- Commercial Item Determination Exec Overview (48)
- Contracting Overview (419)
- Contractual Incentives (181)
- Cost Estimating Overview (204)
- DoD 5000 Tutorial (592)
- DoD Gov't. Purchase Card Tutorial (634)
- Earned Value Management System (240)
- Fiscal Law Tutorial (261)
- Fundamentals of the Integrated Product Teams (219)
- GSA SmartPay WBT - Purchase Card Program (209)
- International Armaments Cooperation, Part 1 (163), Part 2 (91), Part 3 (76)
- Knowledge Management: Building Your Community of Practice (85)
- Market Research Training Modules (205)
- Other Transactions Authority (OTA) for
- Prototype Projects: Comprehensive Coverage (150)
- Other Transactions Authority for Prototype Projects Overview (156)
- Past Performance Information (198)
- Past Performance Information CD ROM Students Only (40)
- Performance Based Payments Executive Overview (478)
- Performance Based Logistics (620)
- Requirements Generation (198)
- Risk Management (183)
- Scheduling (128)
- Six Sigma: Concepts and Process (157)
- Understanding and Utilizing Performance Based Payments (571)
- Work Breakdown Structure (WBS) Overview (111)

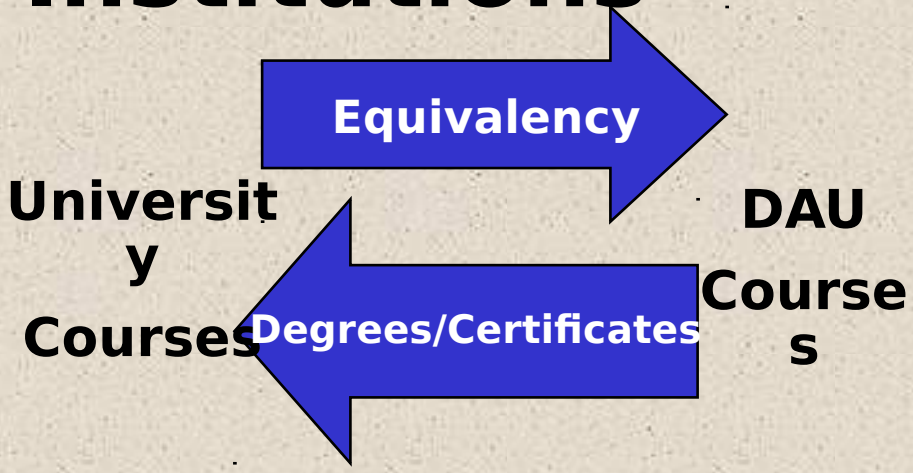
AWARENESS TRAINING:

- Acquisition of Services (462)
- Commercial Acquisition (260)
- Implementing Price Based Acquisition (106)
- Introduction to Interoperability (142)

Strategic Partnerships with Academic Institutions

Benefits

- Recognition of DAU equivalency for university courses
- Credits for DAU courses toward certificates & degrees
- Increased availability of courses
- Supplement DAU faculty body of knowledge



Equivalency Agreements

- GW / ESI
- Florida Institute of Technology
- Bowie State University
- Naval Postgraduate School
- NVCC
- Richard Bland College
- UVA
- Webster University

Degree Programs

Undergraduate

- NVCC
- University of Phoenix
- Wilberforce University
- Univ. of Alabama (Huntsville)

Masters

- George Mason
- Mary Washington
- American Graduate University
- Florida Institute of

Performance Support

- **Consulting**
- **Ask-A-Professor/Telementoring**
- **Knowledge Sharing/Communities of Practi**
- **Targeted Training Programs**

DAU is reaching out to support the cquisition Corps at e work site

AT&L Knowledge Sharing System

New Policy

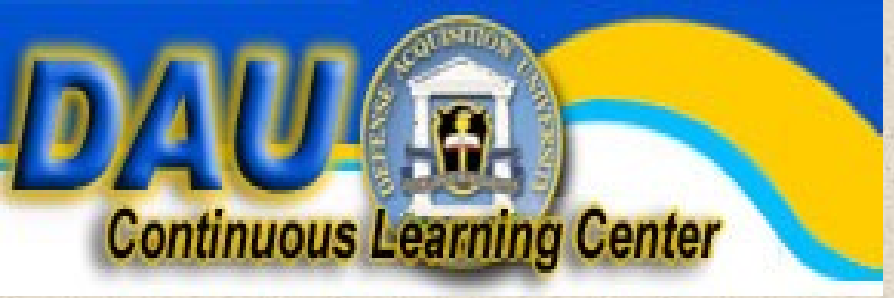
Expands upon and replaces DoD Desk Book

DAU's DoD 5000 Resource Cen

Guidance and Contacts

New Gateway to Policy, Processes, Tools and Experts

Career Field and Business Process



Continuous Learning Center

DoD AT&L community needs continuous learning opportunities to:

- **Stay current in career field**
- **Learn about new policies and initiatives**
- **Complete training needed on the job**
- **Expand experience and technical expertise**
- **Develop new leadership and management skills**
- **Comply with DoD Policy: 80 CL points every two years**

Example:

DoD Government Purchase Card Tutorial

- **Developed in response to concerns of Purchase Card misuse**
- **49,152 users from deployment on 29 Aug 02 until 29 Apr 2003**
- **38,683 Graduates**
- **Over 80% of graduating students found valuable and would recommend**
- **"Course was well organized, informative, readable and the interface intuitive."**

"Provides a single portal for easy access to continuous learning opportunities, performance support and information."

Business, Cost Estimating, and Financial Management Career Training Track

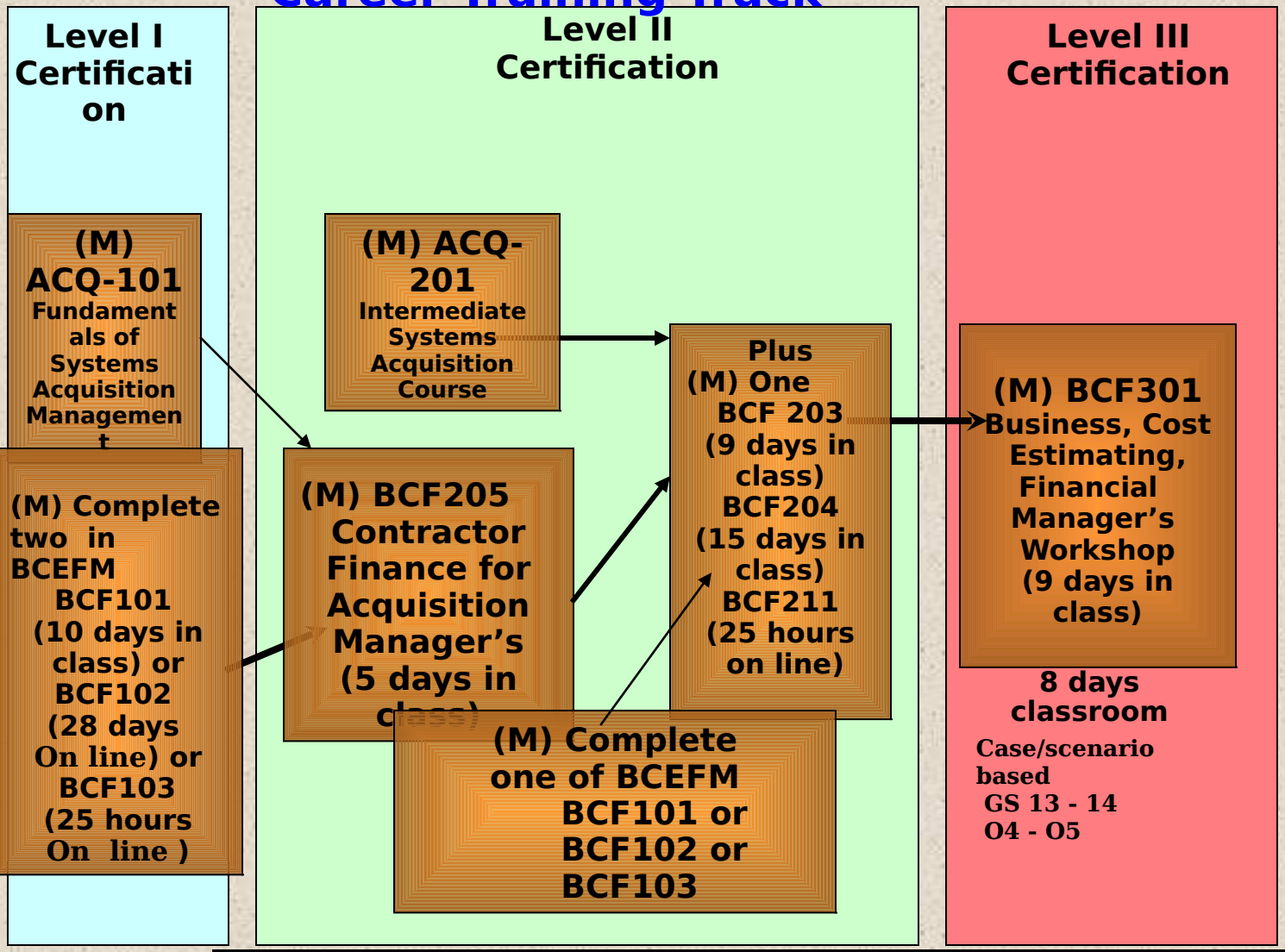
DAU PD(Business Cost Estimating, Financial Management), 19 Mar 2001

current courses

Level I Cert

Level II Cert

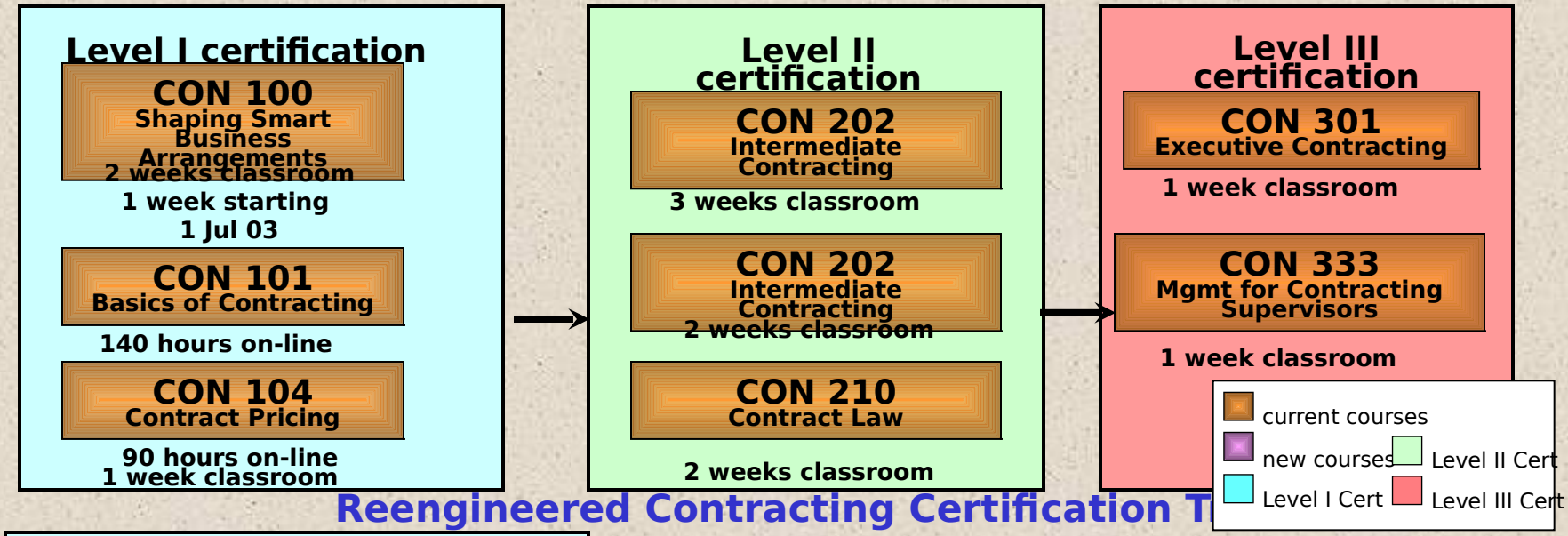
Level III Cert


Level I Certification
Level II Certification
Level III Certification
(M) ACQ-101 Fundamentals of Systems Acquisition Management
(M) ACQ-201 Intermediate Systems Acquisition Course
(M) Complete two in BCEFM BCF101 (10 days in class) or BCF102 (28 days On line) or BCF103 (25 hours On line)
(M) BCF205 Contractor Finance for Acquisition Manager's (5 days in class)
Plus (M) One BCF 203 (9 days in class) BCF204 (15 days in class) BCF211 (25 hours on line)
(M) Complete one of BCEFM BCF101 or BCF102 or BCF103
(M) BCF301 Business, Cost Estimating, Financial Manager's Workshop (9 days in class)
8 days classroom
Case/scenario based
GS 13 - 14
O4 - O5

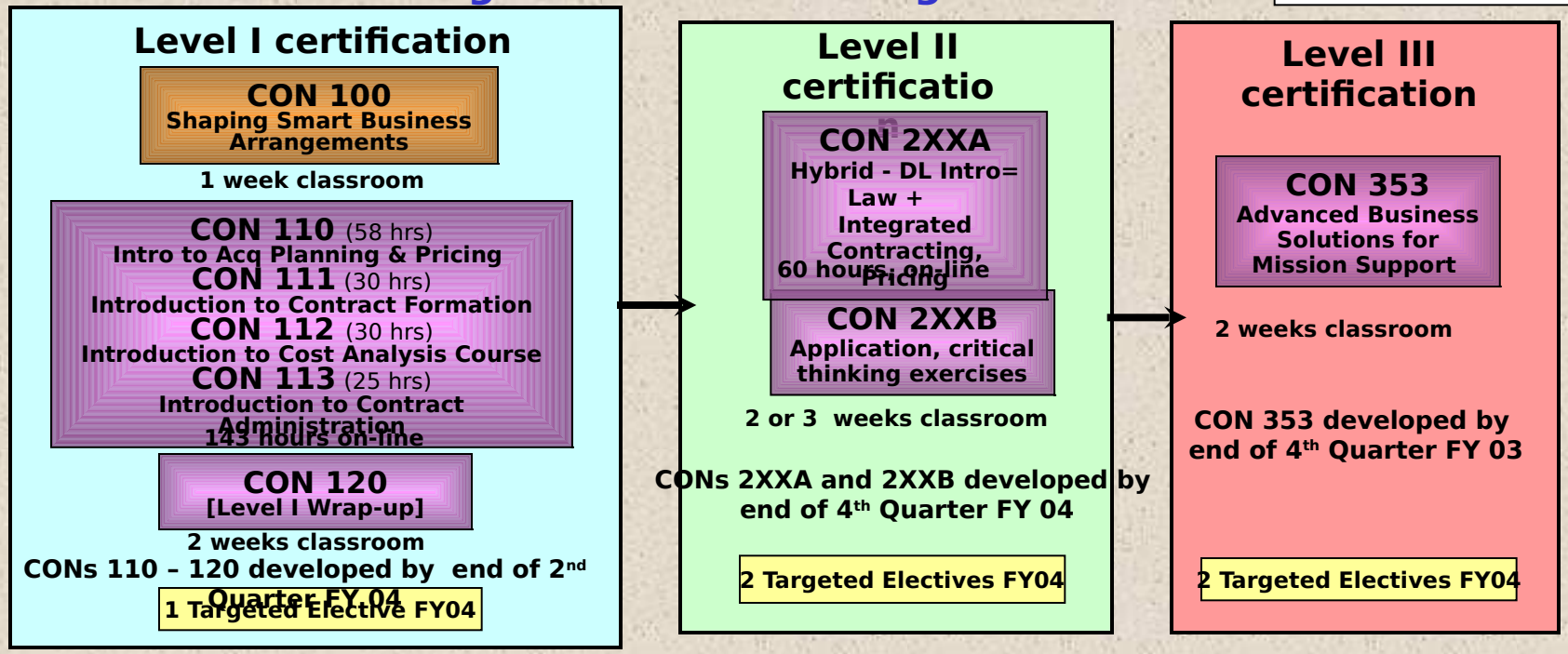
Assignment Specific or Other Acquisition

- Cost Risk Analysis
- Economic Analysis
- Operating and Support Analysis
- Software Cost Estimating
- Acquisition Reporting Cou
- Scheduling (un

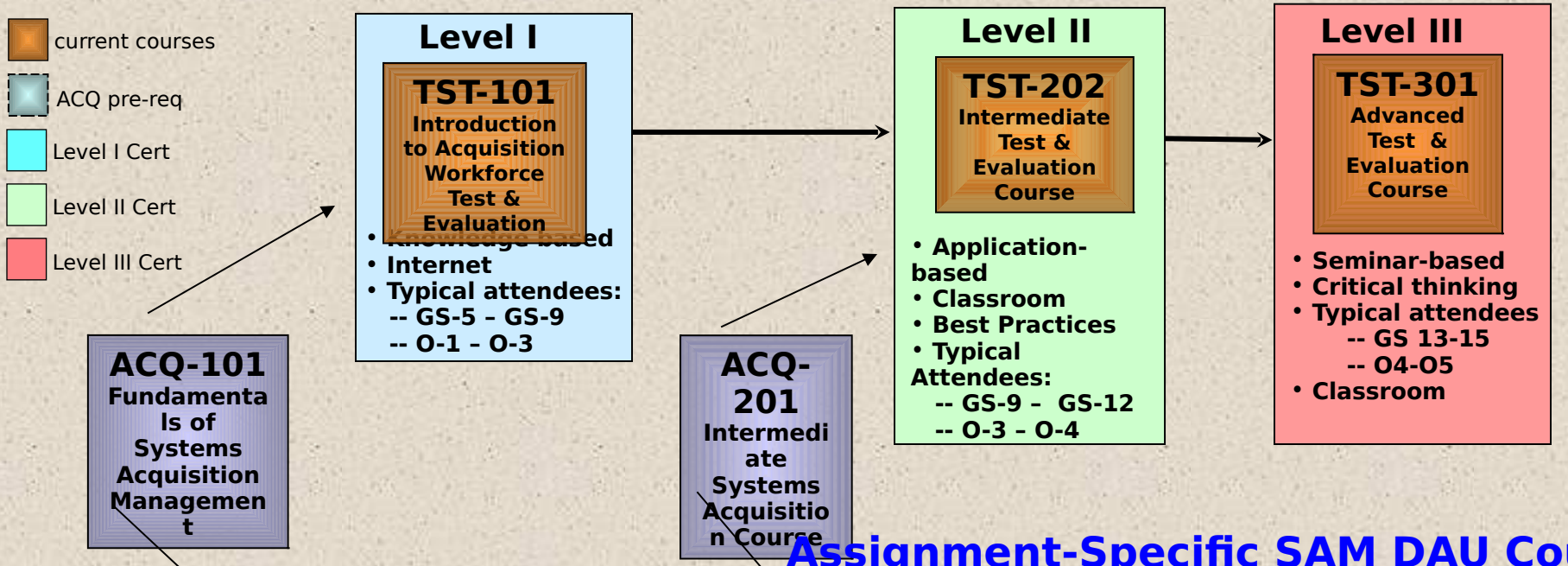
Current FY 03 Contracting Certification Training Tra



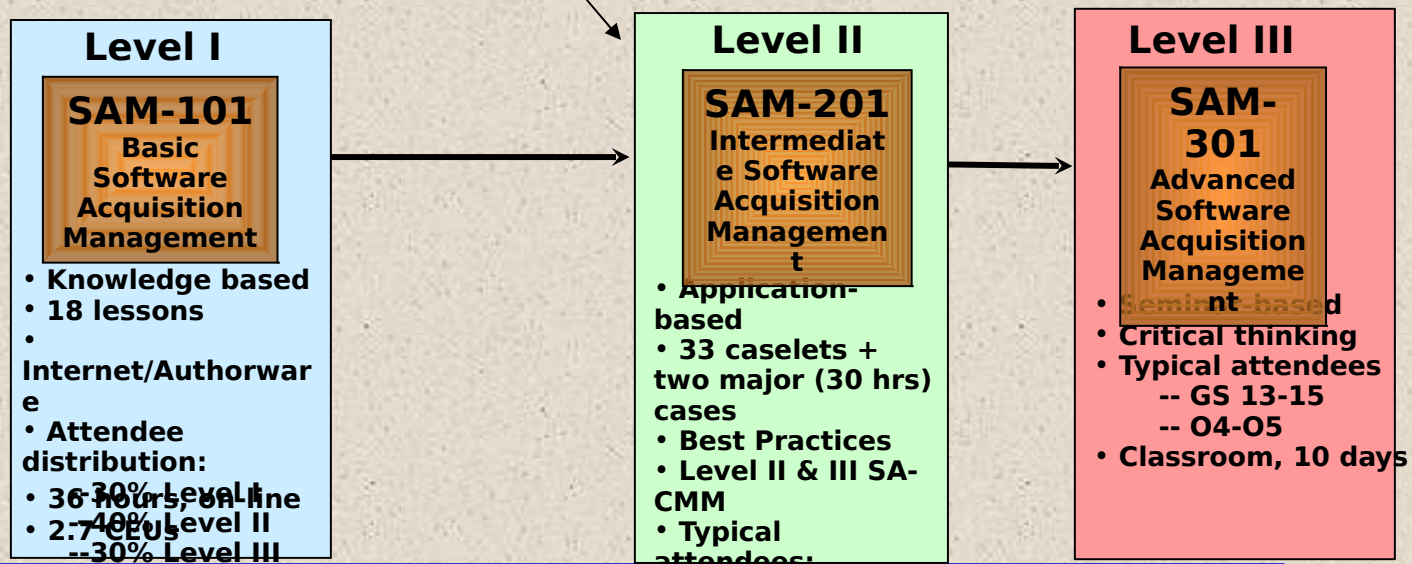
Reengineered Contracting Certification T


Level I certification
CON 100
Shaping Smart Business Arrangements
1 week classroom
CON 110 (58 hrs)
Intro to Acq Planning & Pricing
CON 111 (30 hrs)
Introduction to Contract Formation
CON 112 (30 hrs)
Introduction to Cost Analysis Course
CON 113 (25 hrs)
Introduction to Contract Administration
143 hours on-line
CON 120
[Level I Wrap-up]
2 weeks classroom
CONs 110 – 120 developed by end of 2nd Quarter FY 04
1 Targeted Elective FY04
Level II certificatio
CON 2XXA
Hybrid - DL Intro= Law + Integrated Contracting, Pricing
60 hours on-line
CON 2XXB
Application, critical thinking exercises
2 or 3 weeks classroom
CONs 2XXA and 2XXB developed by end of 4th Quarter FY 04
2 Targeted Electives FY04
Level III certification
CON 353
Advanced Business Solutions for Mission Support
2 weeks classroom
CON 353 developed by end of 4th Quarter FY 03
2 Targeted Electives FY04

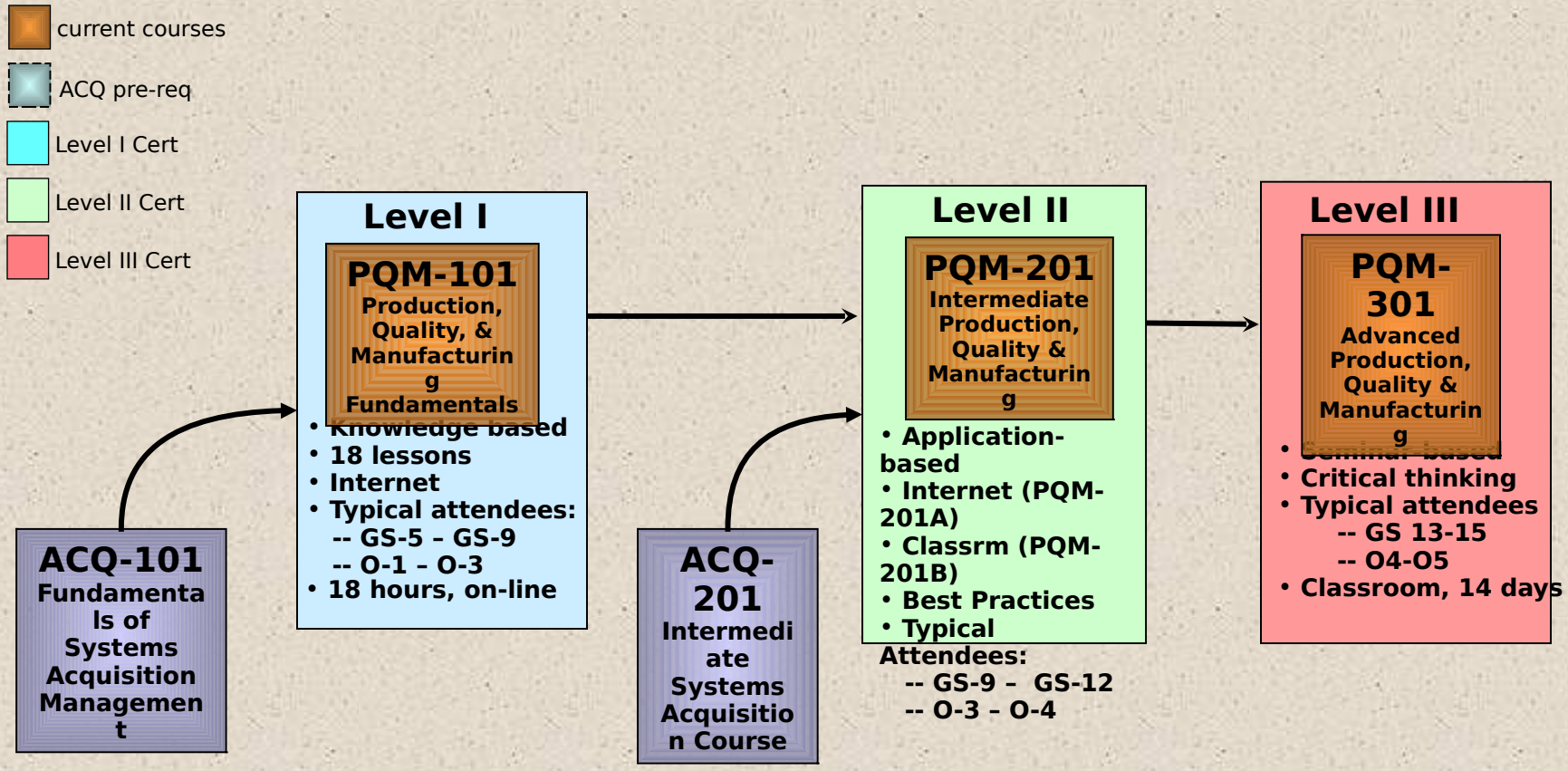
Test & Evaluation Career Track DAU Cours



Assignment-Specific SAM DAU Cou



Production Quality & Manufacturing Career Track Courses



Information Technology (IT) Career Track DAU Courses